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DEPARTMENT OF THE ARMY

OFFICE OF PERSONNEL OPERATIONS

WASHINGTON, D.C. 20315

C. D. DILLARD

IN REPLY REFER TO

DAPO-OPD-MI

Lieutenant General Vernon A. Walters
Deputy Director
Central Intelligence Agency
Washington, D. C. 20505

Dear General Walters:

It has been approximately six months since my last up-date letter to you on the status of personnel developments in the Military Intelligence Branch. Events continue to move at an extremely fast pace and I find each day brings a new and interesting challenge. I recently visited USAREUR as part of Officer Personnel Directorate team. This trip was most rewarding in that it gave me the opportunity to meet first hand over 400 MI officers in the field serving in a variety of assignments. I was interested in their candid comments concerning the Branch and their views toward a career in Military Intelligence. Most of the senior officers I talked to indicated that the Military Intelligence officers assigned to their units or organizations were doing an outstanding job.

Many of the officers I visited were serving in tactical intelligence positions as battalion or brigade S2's or in G2 billets of the combat divisions. I am highly interested in encouraging Military Intelligence officers to seek out this type of assignment because I consider it to be one that is both personally rewarding as well as one that adds to professional military development. The ever increasing number of Military Intelligence officers that are being accepted into key intelligence positions within tactical organizations both in Continental United States and overseas is indicative of the progress we have made toward demonstrating the professionalism, versatility and expertise of the Military Intelligence officer of today.

This letter includes a summary of some of the more significant highlights and progress of Military Intelligence Branch activities during the past several months.

a. MILITARY INTELLIGENCE REORGANIZATION: There are two important actions, at the DOD level, currently under way which will have a direct impact

Army review(s) completed.

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on Military Intelligence Branch. These actions have resulted in the establishment of the Defense Investigative Service (DIS) under Brigadier General Cappucci, United States Air Force, and the Cryptologic Security Service (CSS) under the Director, National Security Agency. While much of the specific detail pertaining to these two organizations is not yet available, the following facts are known:

(1) The Defense Investigative Service initially will be responsible for all personnel security investigations and actions pertaining thereto within the Continental United States. Questions pertaining to the responsibility for counterintelligence and criminal investigative activities, training, personnel management and the ultimate geographic scope of responsibility are still undetermined. The full impact of the Defense Investigative Service on Military Intelligence Branch will not be known until these questions are resolved.

(2) The Cryptologic Security Service will consolidate the cryptologic resources of the three Military Services under one organization. Military Intelligence cryptologic personnel will continue to be administered by the Military Services through their respective cryptologic agencies.

United States Army Security Agency will continue to command its subordinate elements as well as furnishing their administrative and logistic support. The personnel management of military intelligence officers remains a Military Service Department responsibility. It appears that the new Cryptologic Security Service, as presently conceived, will not significantly change the relationships which currently exist. Military Intelligence Branch will continue to exercise its personnel management and career development functions for Army cryptologic personnel assigned to the Cryptologic Security Service.

Military Intelligence Branch intends to monitor closely the development of the personnel management policies of these two new activities to insure that the best interests of the Army and of the individual officers are represented.

b. MILITARY INTELLIGENCE BRANCH STRENGTH:

(1) **Commissioned Officers:** As of 31 December 1971, Military Intelligence Branch had 6875 commissioned officers assigned against an authorization of 6843. This is a reduction in size as compared to June 1971 when our actual strength was 7346, against an authorization of 7101. Shortages exist in all grades except captain and lieutenant which were over by 134 and 948 respectively. Our most serious shortage continues to be in the grade of major, where in December 1971, the authorization was 1814, but only 1133 were assigned. Projections are for continued personnel procurement cuts and it is projected that commissioned officer authorized strength will fall below 6000 by the end of Fiscal Year 1972.

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(2) **Warrant Officers:** At the end of Fiscal Year 1972, Military Intelligence Branch projects an assigned strength of 1341 warrant officers. This is 70 short of our authorization for 1421. The shortages were chiefly in MOS 971A, Counterintelligence Technician, and MOS 963A, Prisoner of War Interrogation Technician. This situation reflects slight decreases in both assigned strength and total authorizations compared to end Fiscal Year 1971, when our authorized and actual strengths were 1421 and 1383, respectively. Projections for Fiscal Year 1973 call for authorizations to remain stable.

c. **FIELD GRADE POSTURE:** We continue to experience a serious shortage of field grade officers. At present Military Intelligence Branch is short over 1,000 field grade officers. This figure includes over 300 lieutenant colonels and almost 700 majors. In terms of our ability to meet our field grade requirements we have only 67.8 percent of the lieutenant colonels and 62.4 percent of the majors required to meet our world wide commitments. The impact of current involuntary releases resulting from the Department of the Army Active Duty Board actions has been minimal on Military Intelligence field grade officers. While our requirements for field grade officers in Vietnam have decreased we are still facing a projected third unaccompanied tour for non-cryptologic Military Intelligence majors. Unless there are further reductions in requirements third involuntary tours could begin in late 1972 or early 1973. We have little flexibility in meeting short tour requirements in the grade of major since over 90 percent of non-cryptologic majors have already served two unaccompanied tours since 1960. The "turn around time" for Military Intelligence majors will average approximately 30 months. For officers in cryptologic functional area the picture is somewhat brighter as the "turn around time" exceeds 48 months. The lieutenant colonel situation, although somewhat more stabilized than in previous years, continues to present a serious understrength problem. This shortage of experienced lieutenant colonels becomes even more critical in certain specialized Military Intelligence functional areas such as HUMINT and cryptology. We continue to turn around lieutenant colonels for second unaccompanied tours between their fourth and fifth year in sustaining base. All indications point to continued improvement in the quality of our field grade officers; however, there appears to be little hope of any short term relief from the present field grade officer shortages.

d. **COMPANY GRADE POSTURE:** As a result of Military Intelligence Branch's highly successful junior officer retention program the Branch reached an all time high of 5714 company grade officers in July 1971. This favorable situation has permitted Military Intelligence Branch to meet all its company grade officer requirements. Military Intelligence Branch is projected to have approximately 2000 captains and 1700 lieutenants on active duty as of July 1972. As requirements in Vietnam continue to decline, the "turn around time" for second unaccompanied tours for most Military Intelligence captains has

has risen to forty-two months. Officers with cryptologic backgrounds are not being sent on second involuntary unaccompanied tours. Currently our retention rate of company grade officers is 58.5 percent which is one of the highest percentages of any of the career branches. Our large company grade population has worked to our disadvantage during the recent actions to reduce the overall strength of the Army. Limitations imposed on the end of the year Army strength have resulted in a number of early release and forced reduction programs which have impacted primarily on company grade officers. It was necessary to involuntarily release through Department of the Army Active Duty Board actions, 197 company grade officers during Fiscal Year 1972.

f. STRENGTH REDUCTION PROGRAMS: The Branch has been participating with all other career branches in attempting to reduce our strength prior to the end of the fiscal year to the manpower levels imposed by Congress. This has necessitated several early release programs involving both obligated volunteer officers and officers serving in a voluntary indefinite status. Many of these officers have requested extensions of service for various reasons. Each request is processed as expeditiously as possible and given every consideration.

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The Branch has referred several hundred files of other than regular army officers to the Department of the Army Active Duty Board (DAADB) for consideration for release from active duty. This has included both officers who had a record of substandard performance of duty and those required to be released due to reductions in the size of the Army. In order to insure equitable treatment, each file was thoroughly reviewed, placed on a reverse order of merit list, voted on by a board of Military Intelligence Lieutenant Colonels' and personally reviewed by me prior to forwarding to the Department of the Army Active Duty Board.

We continually screen the records of Regular Army officers to determine those whose manner of performance warrants initiation of elimination action. Several such actions have already been started. In a few cases Regular Army officers have requested resignation from the service in lieu of this action.

The number of officers who can be approved for Voluntary Indefinite status has been significantly curtailed. This is especially true in year groups fiscal year 1971 and earlier. If an outstanding officer applies and no quota is available in his year group we recommend he consider applying for Regular Army.

Although the current reductions are causing some morale and administrative problems, I believe these are short run in nature. In the long run I believe the Army will benefit from the "qualitative attrition" method of involuntary separation and that this process will result in an officer corps of much higher quality in the coming years.

g. SENIOR SERVICE COLLEGE: Once again the Branch failed to achieve its desired objectives of reaching parity with the rest of the Army in putting officers to the senior service college. The results of the 1971 selection board were most disappointing. A total of four Military Intelligence officers was selected; one was a deferred selection from the previous year and one was a colonel. Military Intelligence Branch has a substantial number of quality officers who are eligible; however, the selection rate for Military Intelligence was the poorest of all OPD career branches. A continuing analysis is being made to determine the possible reasons for the Branch's decrease in the number of selections for this high level schooling. Although no conclusive determinations have been made, it is hoped that the interest and efforts by the Branch, Office of Personnel Operations, Deputy Chief of Staff for Personnel and other concerned senior intelligence officers will lead to a greater number of Military Intelligence selections by the 1972 selection board.

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h. COMMAND AND GENERAL STAFF COLLEGE: A total of 79 officers was selected for attendance at Command and General Staff College-level schooling during the 1972-73 school year. Though this represents a decline of 10 officers from 1971-72, Military Intelligence is now sending to this level schooling the fourth highest number of officers among all the branches. The loss in total number of selectees resulted from the Department of the Army's decision to reduce the size of the Command and General Staff College class at Fort Leavenworth by 20 percent next year. The Branch considers the present Command and General Staff College level attendance to be its "fair share" and expects the number of officers selected to remain approximately the same in the immediate future. Military Intelligence Branch continues to screen eligible officers for the award of Command and General Staff College Constructive Credit as the result of critical assignments in Vietnam. Additionally, officers who are not selected for attendance at the resident Command and General Staff College course are encouraged to enroll in the non-resident course.

i. MILITARY INTELLIGENCE OFFICER ADVANCED COURSE (MIOAC): At present all Military Intelligence Captain's who maintain their manner of performance at a level which will allow for normal promotion progression can expect to attend the Military Intelligence Officer Advanced Course. Officers selected will be normally between their fourth and eighth year of commissioned service. Two classes are currently in session at Fort Huachuca with another scheduled to begin in April. The first Military Intelligence Officer Advanced Course class to be started at Fort Huachuca after the Intelligence School's move from Fort Holabird last year was graduated during the month of March. A profile of recent Military Intelligence Officer Advanced Course classes revealed that it averages between 75-80 students with an average age of 28 years and six years total service. Over 60 percent of the officers have at least an undergraduate degree with better than 95 percent having some college credit. Eighty-four percent of the officers are married and all have had at least one short tour. The officers graduating from this course are afforded a variety of interesting and challenging assignments designed to enrich their professional development. In this regard, efforts will be made to afford these young Military Intelligence officers with assignment diversification. Branch immaterial assignments are considered necessary during the intermediate professional development period to prepare the Military Intelligence officers for positions of greater responsibility where skill or experience outside the intelligence field broadens the Military Intelligence officer's overall qualifications.

j. DEFENSE INTELLIGENCE SCHOOL: As previously reported, the Integrated Intelligence Training Program course, Defense Intelligence School is no longer equated with the Military Intelligence Career Course taught at Fort Huachuca. However, Branch is planning to continue use of certain portions of

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the courses offered at the school to facilitate training branch transferees who have previously attended another Branch Advanced Course. Senior officer branch transferees will also be afforded the opportunity to attend selected courses to provide them an improved foundation in intelligence. In addition, other specific Military Intelligence officers enroute to joint assignments will be programmed for attendance when circumstances permit.

k. CIVILIAN EDUCATION PROGRAMS: The Branch continues to participate actively in all civilian education programs, both graduate and undergraduate. As the turmoil caused by Vietnam assignments subsides, additional emphasis is being placed on meeting the educational objectives set by the Chief of Staff--that all officers attain a baccalaureate degree and a minimum of 20 percent of all career officers attain an advanced degree. While Military Intelligence Branch exceeds the current Army-wide average of officers with a bachelor's degree, we are below the Army average in Advanced degrees. There is great interest in civilian education among all officers and Military Intelligence Branch is encouraging maximum participation in all programs from off-duty study to the fully-funded degree programs.

1. PROVINCE/DISTRICT INTELLIGENCE OPERATIONS COORDINATION CENTER (PIOCC/DIOCC): Military Intelligence Branch requirements for the Province/District Intelligence Operations Coordination Center were heavy until the second quarter of Fiscal Year 1972 when the Vietnam phase down began to affect the program. At Military Assistance Command Vietnam's request the Military Assistance Security Advisor (MASA) training conducted at Fort Bragg in support of the Province/District Intelligence Operations Coordination Center program has been discontinued. The Military Assistance Security Advisor class graduated in February 1972 was the last class to be trained under this program. No additional Military Assistance Security Advisor trained officers have been requested by Military Assistance Command Vietnam. It is anticipated that the Province/District Intelligence Operations Coordination Center personnel now in Vietnam will be sufficient to meet Military Assistance Command Vietnam requirements until the projected close out of the program.

m. MILITARY INTELLIGENCE AVIATION PROGRAM: The Military Intelligence aviation program continues to make steady progress. The rapid advances made during the Vietnam buildup have been slowed as a result of the wind down of the war and the associated Army troop reductions. Our long range goal is approximately 250 aviators. This figure would permit Military Intelligence Branch to meet our cryptologic and aerial surveillance requirements. We presently have a total of 162 aviators trained in one of two Military Intelligence functional areas, 113 in the field of cryptology and 49 trained in aerial surveillance activities. This represents an increase of 34 aviators, 17 in each functional area, since my last letter in September. In addition we have 44 qualified aviators who are at present uncommitted to either functional area. These aviators are mostly branch transfers who require military occupational specialty (MOS) training at the earliest opportunity. We

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have approximately 75 Military Intelligence officers either presently in training or scheduled for flight training in the near future. We have no remaining initial flight training quotas for the remainder of Fiscal Year 1972. Most of the Military Intelligence aviators are company grade officers; of the 162 total only two are lieutenant colonels and 18 are majors.

n. FOREIGN AREA SPECIALIST PROGRAM (FASP): The percentage of Military Intelligence officers participating in the program has grown steadily over the past several years. This has resulted from increased Military Intelligence officer inputs plus a continuing flow of branch transfers into Military Intelligence from among other program members. Over 46 percent of the members of this Specialist Program now belong to Military Intelligence Branch. Recognizing the trends of the future to be toward ever increasing requirements for specialization we are encouraging qualified Military Intelligence officers to apply for Foreign Area Specialist Program. Military Intelligence Branch will have allocations for 33 officers to begin the civilian schooling phase of the Foreign Area Specialist Program in Fiscal Year 1973. This provides a significant additional means of attaining an advanced degree for the members of the Branch.

o. REGULAR ARMY DETAIL: The Regular Army Military Intelligence officer, upon entering active duty, has in the past attended the Infantry or Armor Officer Basic Course with Airborne or Ranger training following, and then has been directly assigned to duty with those Branches for a one year detail assignment. This has resulted in problems upon "coming off detail" in long tour overseas areas. Until now the detailed officer has had no intelligence training or experience prior to his detail nor was it possible to curtail and return him to Continental United States for training to facilitate his most effective use. Our new program for officers on Regular Army detail who are programmed for a long tour overseas will include initial training at the Infantry or Armor Officer Basic Course, followed by Airborne or Ranger training as appropriate, attendance at a Military Intelligence MOS producing course (normally the Combat Intelligence Officer Course, MOS 9301), a one year detail assignment to Infantry or Armor, and an assignment to intelligence or intelligence related duties in the overseas theater. This revised training program will better prepare young Regular Army officers to make a transition to intelligence duties after completion of their detail.

p. BRANCH TRANSFERS: Officer interest in transferring into Military Intelligence Branch remains high. Military Intelligence Branch continues to rank high among Career Branches in the processing of branch transfer requests. Our fiscal year 1971 objective of 150 branch transfers was met and exceeded. The goal for fiscal year 1972 has been established again at 150. During the first seven months of fiscal year 1972, 78 commissioned officers have been accepted into the Branch. Currently there are 43 officer applications pending. Most of the officer input resulting from these branch transfers comes from the combat arms in the grades of captain and lieutenant and is of outstanding

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quality. It has provided Military Intelligence Branch with an excellent source of experienced and professional officers who, because of their combat arms background, are well suited to serve in the fields of tactical and strategic intelligence.

q. RECALLS AND DIRECT APPOINTMENTS FROM CIVILIAN STATUS: The Army's USAR Direct Appointment Program with concurrent call to active duty has been closed since November 1970 and is projected to remain closed for the remainder of fiscal year 1972. Under the Selective Invitation for Return to Active Duty Program, Military Intelligence Branch continues to screen the files of the top 10 percent of the officers eligible to identify potential returnees. During the first seven months of fiscal year 1972, 526 files were screened and 46 officers were nominated to receive letters. There have been 6 acceptances to return to active duty so far during fiscal year 1972 with five more currently pending administrative processing. So far a total of 24 Military Intelligence officers has been recalled to active duty since the program began. Openings still exist for officers who can meet the stringent acceptance criteria. The Army's program for Direct Appointment in the USAR without concurrent call to active duty is still in operation. There is also a program for direct appointment in the Regular Army with concurrent active duty; however, the prerequisites in this program are extremely stringent.

r. THE OFFICER PERSONNEL MANAGEMENT SYSTEM (OPMS): The new concept for officer personnel management recently approved by the Chief of Staff is designed to improved productive competition, increase professional competence and provide for greater career satisfaction. Specifically, the system is directed toward the best use of an officer's technical skills, aptitudes, and interests. The concept proposes a number of new and important changes to the present personnel management system. The centralized designation of Colonel and Lieutenant Colonel for continued command, functional or specialized development is a significant change. Command positions for which troop leadership is of paramount importance will be restricted to officers so designated. Officers designated for continued functional or specialized development will concentrate on acquiring expertise in their previously chosen staff or specialty area. A number of Military Intelligence command positions will be affected by this change; however, its primary impact will be on the combat arms. The overall impact on Military Intelligence Branch is expected to be minimal. The Officer Personnel Management System concept of dual track development which requires officers to acquire proficiency in a primary and secondary skill area is a career development procedure now in practice within Military Intelligence Branch. Most Military Intelligence officers have a secondary skill in some intelligence or intelligence related function in addition to their primary skill. Another important feature of Officer Personnel Management System is that it identifies MOS positions that are branch material and requires that they be filled exclusively by the appropriate branch. Military occupational specialties for principal staff positions, such as S2/G2 and S4/G4 positions, will be designated for joint proponency. Of particular importance to Military Intelligence Branch are the S2/G2 positions in the combat units which will be designated for fill by Military Intelligence or a

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combat arms officer depending on the desires of the particular commanders. We view this as an opportunity to place many more Military Intelligence officers into these important positions.

Under Officer Personnel Management System the current promotion system will be revised to include modifications in the instructions to the boards and an expanded board membership. The system will emphasize the necessity of different career patterns for the accomplishment of the Army's mission. Board members will be selected from branch groupings, i.e., combat arms, combat support arms and services, based on the numerical relation to the branches strength in the zone being considered. We believe this will be a benefit to Military Intelligence Branch since we have not always had adequate representation on previous boards. The timetable for implementation of the Officer Personnel Management System is phased over a one year period scheduled to begin in early 1972.

s. NEW OFFICERS EFFICIENCY REPORTS: The new efficiency report format, DA Form 67-7, has been field tested and the results evaluated by Department of the Army. The change-over date from DA Form 67-6 to 67-7 has been now set at 1 January 1973. The test results were generally held to be satisfactory although several revisions of the test form will probably be made before the form is placed into general usage. A total of 51 Military Intelligence officers and warrant officers participated in the test. Military Intelligence Branch reviewed these reports and made several suggestions based on an analysis of these test reports. The main features of the new officer efficiency report include a numerically scored portion of the form and a series of questions requiring brief, direct comments.

t. COMBAT INTELLIGENCE OFFICER: Continuing emphasis is being directed by the Branch to placing Military Intelligence officers into combat intelligence officer positions (MOS 9301) at all levels and in all theaters. The response and support of senior commanders has been most enthusiastic, and has enabled Branch to assign many officers to these positions. Assignment actions recently concluded have placed Military Intelligence officers in eight division G2 positions to include:

- 101st Air Mobile Division (Fort Campbell, KY)
- 82d Airborne Division (Fort Bragg, NC)
- 4th Infantry Division (Mech) (Fort Carson, CO)
- 3d Infantry Division (USAREUR)
- 25th Infantry Division (USARPAC)
- 9th Infantry Division (Fort Lewis, WA)

Military Intelligence officers are also occupying the G2 positions in the 2d Armored Division and the 1st Cavalry-TRICAP Division at Fort Hood, Texas. In addition we have a large number of Military Intelligence officers identified for brigade and battalion S2 positions throughout the Army's present combat division force.

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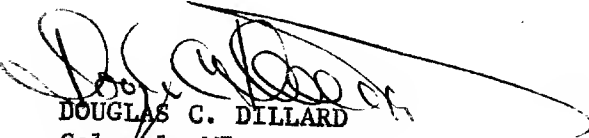
To support Military Intelligence officers for the foregoing combat division billets their records must reflect a range of wide intelligence experience preferably in combat intelligence and, of course, an outstanding manner of performance. The branch has already demonstrated its capability to furnish such officers and the young Military Intelligence officers should aspire to such duties.

I hope you find this resume of recent activities a useful aid in keeping abreast of what is happening in Military Intelligence Branch. One of our Branch objectives is to open as many channels of communications as possible in order to keep Military Intelligence personnel and others who have an interest in the Branch as well informed as possible. I trust you have had an opportunity to review our quarterly newsletter. The response to this publication from the Military Intelligence officers in the field has been most enthusiastic. We have received many complimentary remarks pertaining to its content from senior officers to include a number of officers who are members of branches other than Military Intelligence. We would appreciate any comments you may have to offer.

I believe we have made and will continue to make significant strides toward improving the quality of Military Intelligence officers needed to meet the Army's future needs. However, as I have indicated in a number of instances in this letter we still have much to be accomplished. I want to thank you for your fine support and reaffirm our goal of continuing to meet the requirements of your organization with quality Military Intelligence officers.

The objective of Military Intelligence Branch is to provide intelligence professionalism to the Modern Volunteer Army.

Sincerely,


DOUGLAS C. DILLARD
Colonel, MI
Chief, MII Intel Br, OPD

*P.S. Congratulations on your promotion and assignment.
I really mean this for all MI officers!*